

May 18, 2000

GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA) FORT SUMTER NATIONAL MONUMENT

Introduction

This *National Park Service Strategic Plan 2000-2005* covers all the National Park Service (NPS), reflecting its total mission. That mission, to preserve resources and serve the public, shapes all the goals in this plan. This strategic plan is the NPS's second that follows the requirements of the Government Performance and Results Act (GPRA) of 1993. It reflects the NPS 1991 Vail Agenda, the 1994 Vision Document, and the 1997 NPS Strategic Plan, as well as 83 years of experience since the NPS was established in 1916.

The NPS has four goal categories (Park Resources, Park Visitors, External Partnership Programs, and Organizational Effectiveness) and three kinds of servicewide goals (Mission Goals that continue indefinitely, Long-term Goals that generally last five years, and Annual Goals of only one year in duration). The NPS states its servicewide goals as measurable outcomes (results), embedding the performance measure into each long-term goal and stating its annual goals in the same way, to show clear and direct relationships between long-term goals and annual goals. Annual goals are simply one-year increments of the long-term goals. For example, the long-term goal for Exotic Species states that by September 30, 2005, exotic (nonnative) vegetation on 6.5% of target acres of parkland is contained (167,000 of 2,590,000 acres). The annual goal for 2001 parallels that long-term goal: By September 30, 2001, exotic vegetation on 1.3% of targeted parkland is contained (33,000 of 2,590,000 acres). The NPS, following the requirements of GPRA implementation, bases goal targets on the appropriations that can reasonably be expected. Goals are directly related to budget requests on a goal-by-goal basis.

This Strategic Plan reflects five years of learning how best to implement performance management in the NPS. Several goals have been improved, most notably the Water Quality goal, which measured only "swimmable beaches." It now measures all impaired park waters. Most goals now have improved targets and baselines; several goals have been added, including Vital Signs, Geological Resources, National Natural Landmarks, Native Species of Special Concern, Educational Programs, Historic Research, and Parks Partnerships. These goals help "fit" the organization's mission, its activities, and its results more closely together. Parks and programs can supplement these servicewide mandatory goals with park-specific goals.

The National Park Service's four goal categories include *all* that the organization accomplishes to fulfill its legislated mission. Category I goals — Preserve Park Resources — reflect the NPS 1916 Organic Act "to conserve the scenery and the natural and historic objects and the wild life therein." Subsequent legislation reinforced and expanded this authority. This category includes all park goals related to knowledge from and about the resources. Category II goals — Provide for the Public Enjoyment and Visitor Experience of Parks — reflect the NPS Organic Act

mandate "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." Category III goals — Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners — reflect the NPS legislated partnership programs to protect resources not directly managed by the National Park Service. Category IV goals — Ensure Organizational Effectiveness — support the mission of the NPS to have efficient and effective processes.

National Park Service Mission Statement

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Guiding Principles

To achieve this mission, the National Park Service follows these principles:

- **Excellent Service:** Providing the best possible service to park visitors and partners.
- **Productive Partnerships:** Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.
- **Citizen Involvement:** Providing opportunities for citizens to participate in the decisions and actions of the National Park Service.
- **Heritage Education:** Educating park visitors and the general public about their history and common heritage.
- **Outstanding Employees:** Empowering a diverse workforce committed to excellence, integrity, and quality work.
- **Employee Development:** Providing developmental opportunities and training so employees have the "tools to do the job" safely and efficiently.
- **Wise Decisions:** Integrating social, economic, environmental, scientific, and ethical considerations into the decision-making process.
- **Effective Management:** Instilling a performance management philosophy that works towards common goals fostering creativity, focusing on results, and requiring accountability at all levels.

- **Science and Research:** Applying scientific information to park management decisions to preserve park resources. Promoting parks as centers for broad scientific and scholarly inquiry to benefit society.
- **Shared Capabilities:** Sharing technical information and expertise with public and private land managers.

PARK MISSION

PURPOSE STATEMENTS (FORT SUMTER)

(Reference: 62 stat 204 (4/29/48))

1. To preserve the Civil War remnants of Fort Sumter.
2. To commemorate and interpret the opening battle of the Civil War and Fort Sumter's role during the Civil War.

PURPOSE STATEMENTS (FORT MOULTRIE)

1. To preserve existing historic military structures and artifacts, both above and below the ground, in order to illustrate the evolution of U.S. Coastal Defense.
2. To interpret the evolution of the coastal defense with emphasis on the Battle of Sullivan's Island and the Fort's role during the Civil War.

Fort Moultrie was acquired under the authority of the Historic Sites, Buildings, and Antiquities Act of 1935. This act provides authority to acquire property, restore, reconstruct, rehabilitate, preserve and maintain historic sites, buildings and objects with historical or archaeological significance. The act further provides authority to establish museums where desirable, operate and maintain properties acquired under the provisions of this act, and to develop an educational program and service for the purpose of making available to the public facts and information pertaining to American sites, buildings, and objects. (49 stat. 666, 21 August 1935).

SIGNIFICANCE STATEMENTS (FORT SUMTER)

- A. One of our Nation's critical defining moments, the American Civil War began at Fort Sumter.
- B. Fort Sumter is the most heavily bombarded site in the western hemisphere as a result of the Union's forces' attempt to gain control of Charleston Harbor.

- C. Fort Sumter was and is a powerful symbol to both the North and the South, and it remains a memorial to all who fought to hold it.

SIGNIFICANCE STATEMENTS (FORT MOULTRIE)

- A. Fort Moultrie is the site of the first Patriot defeat of the British Navy in the Revolutionary War and contributed to British reluctance to invade the South.
- B. Fort Moultrie served as the Charleston operational headquarters of the Confederate Army during the opening battle of the Civil War and the siege of Charleston.
- C. Fort Moultrie is the only NPS site that preserves elements of each significant period of American seacoast defense from 1776 - 1947.

Fort Moultrie's significance was originally defined in early planning efforts by the State of South Carolina and the National Park Service after the Fort was declared surplus by the US Army in 1947. These early efforts were more clearly articulated in the 1974 Master Plan for Fort Sumter National Monument that guided the restoration of Fort Moultrie and its interpretive programming for the Nation's Bicentennial. With little modification, the significance statements remain the same today.

SPECIAL MANDATE

X PL 99-637 11/2/86

- < The 8.8 acres provide for needed facilities for visitors to Fort Sumter including tour boat docks, interpretation and museum facilities in cooperation with South Carolina, shall be part of Fort Sumter National Monument.
- < Conveys leasehold interest for purpose of a marine museum and associated facilities (Administration).
- < Authority to enter into cooperative agreements with the state for shared facilities (buildings, parking, utilities).

Fort Sumter is accessible only by boat. As early as 1962, the National Park Service began looking for a place in Charleston to ferry passengers to Fort Sumter. Charleston was deemed the most appropriate location because of its long association with the Fort. Over the years, visitors to Fort Sumter have suffered greatly with no restrooms, no shelter, no interpretation, limited parking, poor or no accessibility and little ability to manage these problems without NPS ownership or control of the departure point.

MISSION STATEMENT

Fort Sumter National Monument commemorates defining moments in American history within a military continuum spanning more than a century and a half. Two seacoast fortifications preserve and interpret these stories. At Fort Moultrie, the first American victory over the British Navy in 1776 galvanized the Patriot's cause for independence. Less than a century later, America's most tragic conflict ignited with the first shots of the Civil War at Fort Sumter.

PARK MISSION GOALS & LONG TERM GOALS

Goal Category I: PRESERVE PARK RESOURCES

Category 1 goals reflect the NPS organic act mandate “to conserve the scenery and the natural and historic objects and the wild life therein.” Since that time, subsequent legislation has reinforced and expanded NPS authority to preserve America’s treasures for this generation and generations to come.

NPS Mission Goal IA: Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Encompassing both natural and cultural resources, this mission goal includes the concepts of biological and cultural diversity. The broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond the park unit to nearby lands. Park cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events and cultural processes. Special international designations, such as World Heritage Sites and Biosphere Reserves, are also part of the broader cultural and/or ecological context.

The NPS will protect, restore, and maintain these resources in the coming five years to ensure they are in good condition.

Percentage increase reflects available park ONPS funding. Percentage accomplishment is expected to be higher than listed if cyclic funding is made available for project work.

LONG TERM GOALS

LONG TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005

1a5. Historic Structures: 50% of historic structures listed on the 1999 List of Classified Structures (LCS) are in good condition. *

* Percentage increase reflects available park ONPS funding. Percentage accomplishment is expected to be higher than listed if cyclic funding is made available for project work.

Park historic structures include the Washington Monument, Fort Sumter, log cabins at Denali National Park, the Statue of Liberty, and the ship *Balclutha* at San Francisco Maritime National Historical Park, as well as prehistoric structures such as Balcony House at Mesa Verde National Park. Historic and prehistoric structures ³/₄ and the events surrounding them ³/₄ are key park cultural resources, the basis for 220 park units and integral to the health of many other parks. Maintaining these structures in good condition supports the National Historic Preservation Act and the cultural resource integrity of the national park system.

The List of Classified Structures (LCS) is the primary database containing condition information on the 24,000 park historic and prehistoric structures. Structures on the LCS are on, or eligible for, the National Register of Historic Places, or are otherwise treated as cultural resources. "Good condition" means structures and their significant features need only routine repairs or cyclic maintenance.

Fort Sumter National Monument (FOSU) contains 42 historic structures. Each is described and numbered on the LCS dated 1995. 55% are in good condition. Several sections of Fort Moultrie (FOMO) and NPS owned U.S. Coast Guard (USCG) facilities are in poor condition. With limited park funding, efforts will be first directed to FOMO. If cyclic funding becomes available, additional work will be completed at the USCG facility.

At FOSU a study began with COE to determine condition of scarp wall and esplanade and determine the effectiveness of the riprap surrounding Fort Sumter. The draft report recommends removal of riprap and placement of new breakwater. This report was finalized in 99 and a PMIS project proposal prepared for FY 2001. However, the project total is over \$750,000 and must wait for a construction program call by the NPS.

Repointed 7000 square feet of brick walls on the exterior right face and interior walls. The casemate roof (left face) over the eleven Parrott guns were stabilized and the roofing membrane installed.

One wood cannon carriage for a 8" Columbiad was constructed and installed at FOMO.

*1a6. **Museum Collections:** 73% of preservation and protection standards for park museum collections are met.*

NPS museum collections include objects from prehistoric sandals to dinosaur bones to the derringer used to assassinate President Lincoln. Rather than maintain individual condition assessments on 77 million items, the NPS assesses conditions of facilities that

house museum collections. Park environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified annually on the NPS "Checklist for Preservation and Protection of Museum Collections." As of 1999, 63.4% of the conditions on the checklist were met servicewide. The NPS will increase that to 70%.

Neither the Fort Moultrie museum nor the Harbor Entrance Control Post (HECP) meet current standards for the protection or display of artifacts. Humidity, temperature, insect and intrusion protection systems are lacking in the HECP. Artifacts cannot be used in exhibits within the observation or signal rooms. The display cases in the Fort Moultrie museum lack adequate security, climate control, and proper display and labeling methods. Cyclic funding must be requested to complete these required changes. For the 1996 Checklist for Preservation Protection of Museum Collections, 227 standards applied and 174 (77%) standards are currently met.

Cumulative performance by end of current year: 81%

Repairs and improvements have been completed on the FOMO Visitor Center. Design work is underway for new exhibits expected to be ready in 2002.

Park Subgoal 1a6.1 The FOSU/CHPI museum collection maintained on site is properly catalogued.

Fort Sumter's collection consists of 50 tons of artillery projectiles, approximately 20,000 items of uniform, archives, artillery, projectile, and personal artifacts. Work has been in progress for a number of years to improve the collection catalog records. The collection was not properly catalogued when the items were first received and many corrections are needed. As of 1997, the park receives an average of 20 new items for the collections annually. Based on the 1999 Annual Collection Management Report, 27,455 of 69,214 collections are catalogued. 41,759 items remain to be cataloged. The collection is stored in a new climate controlled storage facility at Charles Pinckney National Historic Site where the cataloguing will continue. A cooperative agreement with South Carolina Institute of Archaeology and Anthropology will result in approximately 25,000 cataloged items.

Park Subgoal 1a62. 10% of the highest valued significant items in the Fort Sumter collection maintained on site have received conservation treatment as described in the 1993 Collection Condition Survey.

In 1993, the park collection was surveyed to determine which items needed treatment. A priority ranking was established based on the item's significance and level of deterioration. Each year the park staff allots a small amount of park operating funds to provide treatments for the highest priority items. Conservation is not sufficiently funded to properly care for the collection within a reasonable time frame. Over the next few

years, objects selected for treatment will be archive related such as maps and photographs.

Park Subgoal 1a63. By September 30, 2002, 10% of the metal objects maintained on site have undergone in-house electrolysis treatment.

An electrolysis treatment room was incorporated into the plans for the new curatorial storage facility. This is a slow process taking from 6 months to 1 year for a large projectile. The bulk of items to be treated first will come from the FOSU Parrott guns. As of 1997, the park has over 1000 metal objects in the collection.

1a7. ***Cultural Landscapes:*** 33% of the cultural landscapes on the 1999 Cultural Landscapes Inventory with condition information are in good condition (119 of 359).

Park Subgoal 1a71. 100% of the Cultural Landscapes on the CLI are in good condition.

Cultural landscapes range from large rural tracts covering several thousand acres (Gettysburg battlefield and the Blue Ridge Parkway) to formal designed landscapes (Meridian Hill Park and the National Mall) to gardens of less than two acres (Frederick Law Olmsted's home and studio). Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features, and use. They also illustrate the relationships between park cultural and natural resources.

The Cultural Landscapes Inventory is a national inventory of all park landscapes having historical significance. As of 1999, 2,067 cultural landscapes had been inventoried. The NPS will ensure that 33% of these resources are in good condition.

Cultural Landscape Inventories have been prepared in draft for each fort. This work will need to be completed prior to any significant changes in landscape management. The cultural landscapes at Fort Moultrie and Fort Sumter are very limited and do not require any further detailed planning. These landscapes will continue to be administered as integral parts of the forts but adaptively managed for visitor access.

Accomplishments: Meetings were conducted with Town of Sullivan's Island to exchange easement over Battery Logan property for fee title to lot adjacent to Fort Moultrie. These discussions with the town and landowner were not productive. The landowner began constructing his house adjacent to the park in August. By the end of September, most of the framing was complete. The Trust for Public Lands assisted the Service by agreeing to work with the landowner after a public outcry to stop the project. TPL closed on the property 15 November 1999. The property was purchased by the NPS in January 2000.

- 1a8. **Archeological Sites:** 50% of the recorded archeological sites with condition assessments are in good condition (FY 1999 baseline: 14,490 sites with condition information with 5,623 sites in good condition).*

NPS archeological sites include the Chaco Canyon prehistoric road system, Mound City Group at Hopewell Culture National Historical Park, Jamestown National Historic Site, Shenandoah National Park homesites, and the Mississippian Indian temple mounds at Ocmulgee National Monument. The condition of the 14,490 currently recorded archeological sites with condition information is reported in the national archeological site database (Archeological Sites Management Information System).

A site in “good condition” is stable and not deteriorating due to natural processes, such as erosion, or due to human impacts, such as vandalism. This goal increases the number of recorded archeological sites listed in the 1999 Archeological Sites Management Information System in good condition to 50%.

FOSU, including FOMO, contains 42 archeological sites. One is in good condition, three fair condition, one poor and 37 with the condition unknown. All archeological sites within the two fort settings are historic. Six are building remains, five are sites, and 26 are structural remains. Resources are listed as unknown when the condition of the site is not known, or available information is not sufficient to professionally evaluate the site=s condition, or the validity of the assessment is questionable.

The most extensive archeological remains not adequately documented are the submerged archeological remains within the 125 acres of water surrounding Fort Sumter. The SCRUI has completed some remote sensing but no verification dives have been conducted. The remnants of Fort Moultrie I should be located but no additional archeology is planned. The park operating budget is not sufficient to support such a project.

Accomplishment: Parade Ground was restored along the pedestrian footpaths at FOSU.

NPS Mission Goal 1b: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

The NPS has fundamental information needs for making decisions about managing parks natural and cultural resources. The NPS also contributes to scholarly and scientific research. Parks must routinely use scholarly and scientific research and must consult with park-associated communities. Park resource-based or research-based decision making is included here.

Percentage increase reflects available park ONPS funding. Percentage accomplishment is expected to be higher than listed if cyclic funding is made available for project work.

Ib01. Natural Resource Inventories: Acquire or develop 91% (2,083 or 2,287) of the data sets identified in 1997 of basic natural resource inventories for all parks.

The preservation of natural resources requires a wide range of information. This information is contained in 12 data sets: historical database (bibliography); flora and fauna (including threatened and endangered species); species distributions; digitized vegetation maps; digitized cartographic data; digitized soil maps; digitized geological maps; inventory of water bodies and use classifications; water quality and basic water chemistry for key water bodies; identification of nearest air quality monitoring stations and sources; list of air quality related values; and meteorological data.

The Inventory and Monitoring Program is obtaining 12 basic data sets for approximately 250 parks; a total of 3,000 data sets. Of this total 238 data sets are vegetation mapping projects funded and administered by the Biological Resources Division of the U.S. Geological Survey. The National Park Service collects the remaining information (2,762 data sets). By FY96, 475 data sets had been acquired, leaving 2,287 data sets to be acquired.

FOSU is participating in the FY 2000 and FY 2001 Southeast Coast Natural Resource Challenge Network Biotic Inventory program. The biotic inventory program will establish baseline data for FOSU.

Park Subgoal Ib0.1 The inventory monitoring program is completed as outlined in the basic data set survey.

Little baseline data exists regarding the effects of natural forces or visitor use at Forts Sumter and Moultrie.

Ib2. Cultural Resource Baselines: Ib2A — Archeological sites inventoried and evaluated are increased by 30% [from FY99 baseline of 48,188 sites to 62,644]; Ib2B — Cultural landscapes inventoried and evaluated at Level II are increased by 136% [from FY99 baseline 110 to 260]; Ib2C — 100% of the historic structures have updated information [FY99 baseline 24,225 of 24,225]; Ib2D — Museum objects cataloged are increased by 35.7% [from FY99 baseline 37.3 million to 50.7 million]; Ib2E — Ethnographic resources inventory is increased by 735% [from FY99 baseline 400 to 2,938]; and Ib2F: 30% of parks have historical research that is current and complete to professional standards [from FY99 baseline of 27 parks to 117].

Knowledge about cultural resources and their conditions is crucial to preserving them. Cultural resource databases document historic and prehistoric structures (List of Classified Structures), museum collections (Automated National Catalog System), cultural landscapes (Cultural Landscapes Automated Inventory Management System), archeological sites (Archeological Sites Management Information System), ethnographic resources (Ethnographic Resources Inventory), and historical research (Cultural Resources Bibliography).

The NPS inventories and evaluates these resources, their condition and significance, making the information accessible for research, interpretation, planning, and decision making.

Park Subgoal Ib2.1 The Park has documented the need to identify a monitoring program that will provide management with the basic data needed to implement the Best Management Practices available to preserve the cultural resource of FOSU sites.

NPS Goal Category II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE OF PARKS.

Category II goals reflect the NPS Organic act “To provide for the enjoyment of the (resources) in such manner and by such means as will leave them unimpaired for the enjoyment of the future generations.” In 1999, approximately 287 million visitors enjoyed the National Parks.

NPS Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Every visitor should enjoy parks and their resources. Such enjoyment and safety are affected by the quality of park programs, facilities, and services, whether provided by the NPS, a concessioner, or a contractor. Availability of park facilities, services, and recreational opportunities refers to locations and scheduling that fit visitors’ needs. These also play an important role in the overall satisfaction of visitors.

Diversity of facilities and services refers to a range of appropriate accommodations and recreational opportunities (at various prices and levels of expertise and interest) for park visitors. Quality of facilities and services refers to well-presented, knowledge-based orientation, interpretation, and educational programs. Appropriate recreational opportunities are consistent with a park’s purpose and management and do not harm park resources or visitors.

IIa1. Visitor Satisfaction: 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

People visiting parks should enjoy both their activities and their accommodations. Park facilities and services include campgrounds, roads and trails, water systems, hotels, stores, interpretive tours and talks, interpretive media, and boat tours. Visitor surveys and focus groups evaluate specific aspects of park visits to provide critical information in managing these facilities and services. “Satisfied Visitors” are those who rate park facilities, services and recreational opportunities as “good” or “very good.” Data from the 1998 survey of parks shows an overall satisfaction rate of 95%, with a statistical margin of error of 6%. The NPS will maintain this rating (within the statistical margin or error) for the next five years.

A visitor use survey has been completed each year at FOSU since 1998. This visitor survey information will be helpful in determining the expectations of the visitor and effectiveness of the interpretive programs. However, repeated sampling is necessary to insure interpretive and resource management programs are addressing the needs of the visitor.

Home pages on the World Wide Web were developed for Fort Sumter and Fort Moultrie and are maintained by park staff. These pages contain basic park information. Additional links to the parks' site bulletins as well as quarterly revisions are needed.

Accomplishments:

Home pages now contain important links for Resource Management, Cultural Resources, Dockside Construction and Commercial Services/Concessions Program. Additionally the budget and performance plans are available through these important links. These sites provide information to the public and allow the site to reach more people.

Visitor Service survey results in 1998 were returned by less than 20% of the visitors. Since this survey does require a concerted effort on the staff, it was felt the return rate was not satisfactory for the amount of work it entailed. Discussion on how to make the 1999 survey more successful took place. The survey time was moved up two weeks earlier than the year before, a box was placed conspicuously for visitors to return surveys and visitors were asked by staff if we could mail the surveys for them. This additional effort resulted in a 35% return rate. Although the approval rate went down from 99% to 98%, visitor services staff felt it was a better opinion of services. The number one complaint continues to be not enough time at Fort Sumter NM. This problem will hopefully be resolved with the new concessions contract and tour boat facility.

- Ila2. Visitor Safety:** The visitor accident/incident rate will be at or below 8.1 per 100,000 visitor days (a 15% decrease from the FY92 – FY06 baseline of 9.48 per 100,000 visitor days).*

About 287 million recreational visits to national park system units occurred in FY99. All visitors should have safe park experiences, free from injuries or fatalities. The NPS has determined the five-year (1992-96) average visitor accident rate, based on 100,000 visitor-days, and established its baseline for the 15% reduction. Analysis of case incident reports will identify the primary sources of accidents and where the greatest improvements in visitor safety can be made.

These accidents include falls from different levels (34%), falls on the same level (21%), exposure (10%) and contact with rocks and shells (7%). The trend suggest that safety related incidents are increasing slightly over the past three years.

The current five-year average accident rate for the park is 6.4/100,000 visitor days. The annual visitation for FOSU in 2000 is expected to be near 60,000 visitor days.

Accomplishments:

- A safety insert for our brochures was drafted and should be at the printer's next fiscal year to advise our visitors of the hazards of the forts and CHPI site.
- A safety message is written on each two-week schedule for staff to remind them of safe practices while working.
- All staff is giving a verbal warning to the visitors about uneven terrain at the sites and possible tripping hazards.
- Distributed the wallet size "safety card" to be carried by each employee that informs them of the correct procedures to follow when confronted with a visitor or staff safety incident.
- Any incident or accident is investigated and reviewed for possible prevention of an additional accident.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

Visitor understanding reflects quality experiences, from enjoying the park and its resources to understanding why the park exists and recognizing the significance of its resources. Showing the value of parks to today's visitors helps ensure that parks and their resources will be available for the enjoyment of future generations.

Support for parks also comes through recognition by international designations such as World Heritage Sites and Biosphere Reserves. NPS formal educational programs provide better understanding and appreciation of parks and their resources.

IIb1. Visitor Understanding and Appreciation: 65% of visitors understand and appreciate the significance of the park they are visiting.

Visitors learn much about this Nation's cultural and natural heritage from parks. This goal measures visitor understanding and appreciation of park's meanings and resources. Park efforts to provide visitors information, orientation, interpretation, and education help them discover a park's most significant meanings and made connections between the tangible natural and cultural resources and a park's intangible values.

This goal measures visitor understanding (grasping a park's meaning) and appreciation (valuing a park and its resources) through feedback from visitor surveys (the Visitor Survey Card Project) and focus groups. These surveys sample visitors' understanding of the significance of the park they visit. Data from the 1998 survey of parks show an overall rate of 63%. The NPS will increase that to 65% understanding.

In order to preserve the forts, the park visitor as well as the public needs to understand and appreciate the significance and purpose for the park. Efforts to accomplish this include providing the compelling story to each visitor, conducting teacher workshops, and working with school groups once they are on site. Little off site interpretive programming is accomplished with available funding. Follow up is needed to evaluate the success of the interpretive efforts to accomplish the stated objectives. Funding must be provided for additional visitor use surveys to determine goal accomplishment for park mission goals three and four.

The Visitor Survey Data information asked the public if they were satisfied with interpretation the history and culture. In 1998, which is our base line data, only 64 people responded. The satisfaction rate in 1998 was 98% and an average evaluation score of 4.7. The number of people who felt our interpretation was very good was 75%.

In 1999 the same questions were asked but Visitor Services staff made an effort to receive a better response. Consequently, 130 people responded to this question. The

satisfaction rate went down to 95% but 78% of the people responded our interpretation was very good. The survey counts in the satisfaction rate only the good and very good responses. Our overall evaluation score on a scale of 1 to 5, was 4.7 for both years.

The 2000 survey will again require an effort to assure the public responds to our surveys. With the increased numbers responding we will have better information. The new surveys need to deal with specifics so improvements may be made to our programs.

Iib1X. Educational Programs: *50% of students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by the National Park Service and its Programs.*

Curriculum-based programs link park themes to national standards and state curriculums and involve educators in planning and development. They can help students of all ages better understand the importance of parks — what they tell and show of the country's heritage. These programs usually include pre-visit and post-visit materials, address different learning styles, include an evaluation mechanism, and provide learning experiences linked directly to clear objectives.

Within a two hour drive of Fort Sumter, 112,520 children attend public school. This group under utilizes the Fort Sumter and Fort Moultrie resources for an expanded learning experience. If the NPS is to be successful in the next generation, a new focus must be found to insure more of these students experience the resource as a learning environment and not just another outing.

Accomplishments: Compelling stories were offered at both FOMO and FOSU.

FOMO visitation:	71,200	Visitor hours:	89,000
FOSU visitation:	247,479	Visitor hours:	534,328

Formal tours/talks:

FOSU	1,769	Visitors:	178,109
FOMO	89	Visitors:	4,225
AV users	FOMO 5,831		

Visitation at Fort Moultrie was noticeably lighter than last year. Some of this is attributed to ineffective counting due to our move out of the visitor center. Fee collection conducted in the tunnel proved to provide better counts but short staff mandated collecting from the trailer for most of the year until summer. To counter this problem walks through the fort at least twice a day were conducted to take a count as well as answer visitors questions.

NPS Goal Category IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

To be a successful organization, the NPS must be effective and efficient by managing its financial and human resources and by garnering additional resources. The NPS must have systems and program that support its employees, volunteers, and partners. It must find ways to increase its financial and human resources. Category IV goals support the NPS mission by improving its organizational effectiveness. These goals measure workplace standards, such as diversity and competency levels, as well as program execution efficiencies, such as the accuracy of construction cost estimates.

NPS Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

To become more responsive, efficient, and accountable, the NPS will integrate its planning, management, accounting, reporting, and other information systems to provide better communication among the park units, central offices, and program centers.

The NPS will improve its environmental leadership, workforce diversity, employee safety, employee housing, and employee performance standards.

IVa1. Data Systems: 65% of the major NPS data systems are integrated/interfaced. **

The National Park Service is a highly decentralized organization with complex data requirements. By integrating and interfacing its electronic systems, it can provide access to a broader range of current and accurate data for planning and operational purposes in a more timely and cost-effective manner.

The NPS will develop a shared data environment, establishing connectivity to all field locations through current data management technology. Software applications and enhancements (both custom developed and off-the-shelf) will assist in developing this environment by providing efficient data flow and interface capability and reducing duplicate data entry. As used here, a major data system is a servicewide or departmental system.

Accomplishments: Inventory of computers completed. Region provided 8 new computers to replace non-Y2K compatible machines. Additionally, 19 pieces of Y2K equipment ordered and replaced totaling \$24,150 in Y2K funds.

Plan for LAN prepared but SER did not fund. Funding was added from the FOMO visitor center rehab program. The LAN system was purchased and will be installed and operational by summer 2000.

IVa2. Workforce Stewardship: IVa2A — 75% of NPS employees are satisfied with their

job (as measured through employee satisfaction surveys); and IVa2B — 75% of NPS employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).

Employees greatly affect the NPS's ability to fulfill its mission. Employees will be recognized and valued as key resources contributing to the NPS's success. Satisfied employees better protect resources, serve visitors, and carry out the legislated partnership programs. By improving NPS processes and systems that employees use to perform their duties, all employees will become more effective and efficient.

Accomplishment: During FY 98 and 99, the Park has worked with a counselor to improve employee communication through understanding how each person relates to each other. *

IVa3: Workforce Development and Performance: *IVa3A — 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.*

This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual performance goals. Performance agreements and standards are tied to the essential competencies required for individual employees to meet the goals effectively and efficiently.

Each employee is required to have an accurate position description describing their duties. Annually, the supervisor and the employee develop a performance plan and results report for the upcoming year. This plan outlines the employees expected outcomes. These plans will be linked to the park strategic and annual performance goals.

Accomplishments: Each employee is held accountable for his or her respective portion of the annual performance plan developed from the GPRA program.

100% of park personnel performed satisfactorily. All permanent staff has competency requirements. Individual development plans have been prepared for FY 00 in the GPRA goal format. *

* These two goals are included for employee information only.

IVa4. Workforce Diversity: *Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A — by 25% in the 9 targeted occupational series in the permanent workforce; IVa4B — by 25% of women and minorities in the temporary and seasonal workforce; IVa4C — by 10% of individuals with disabilities in the permanent workforce; and IVa4D — by 10% of individuals with disabilities in the seasonal and temporary workforce.*

The NPS will recruit, hire, develop, promote, and retain a qualified, highly-skilled, and

dedicated workforce that reflects the rich diversity of our national parks and nation. Such diversity ensures that employees in all occupations and grade levels are valued and provides the opportunity for everyone to work at their full potential, whether they are permanent, temporary/seasonal, or disabled employees.

Accomplishments: The civilian labor force in Charleston County (1997) is 73% white and 27% non-white. This is a 4% reduction in nonwhite. The 1999 Fort Sumter and Charles Pinckney labor force was 58% non-minority and 42% minority.

IVa5. Employee Housing: 50% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.

Having employees resident in parks better protects park resources and visitors. The NPS will improve the condition of park housing so that employees have decent, safe, and sanitary housing units the NPS can maintain with limited funding. Of approximately 5,200 NPS housing units, 2,100 are in less than "good condition." The NPS will bring 50% of all employee housing to "good condition" standards.

The park maintains one housing unit consisting of one apartment and a dorm located in an adaptively used USCG Life Saving Station. Although constructed in 1896, the unit was completely remodeled in 1936 and 1994. The quarters provide affordable housing to seasonal employees during the costly beach season. The apartment is occupied by a permanent employee to provide additional security to the forts. Additionally, special work teams, such as archeologists, are housed here to save funding. **

Accomplishments:

The house was partially painted and lead based paint was detected in FY 99. Lead-based paint has contaminated the soil and needs remediation. Funds have been requested to abate the lead -based paint on the house, abate the soil, and complete the painting.

Overnight stays for FY 99:

Seasonals 224; Volunteers 18; NPS employees on official duty 404.

IVa6. Employee Safety: *IVa6A — The NPS employee lost time injury rate will be at or below 5.39 per 200,000 labor hours worked (100 FTE); and IVa6B — the servicewide total number of hours of Continuation of Pay (COP) will be at or below 59,000 hours.*

By maintaining a safe and healthful working environment and promoting safe work practices, the NPS helps prevent mishaps that result in employee injury and illness. This requires an extensive, multi-faceted program that involves all employees. If mishaps occur, the NPS will return the employee back to work as soon as medically able to reduce time off the job.

The current five-year average lost time accident rate for the park is 0/200,000. The worker=s compensation claims average is .8 and \$1,702/year.

Accomplishments:

One lost time incident occurred in FY 99. An employee lifting a bucket of mortar mix strained his back. This incident was caused by employee improperly lifting a heavy item.

A technical compliance inspection was completed by OSHA.

MSDS needs survey was finished and the sheets collected, organized and placed in each workspace. Efforts to reduce the number of chemicals used by the park were undertaken. The goal is to reduce the number of chemicals by 40% in three years from the current 500 chemicals. In 1999 the inventory was reduced by 34% down to 330 chemicals.

The park was selected to participate in the first nationally funded risk management program. Harden & Lawson contractors was chosen to assist the park in reaching our goal of no accidents.

IVa7. Line-Item Construction: 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

The NPS line-item construction program covers historic preservation, rehabilitation, and new construction projects approved by Congress. This goal measures the percent of line-item construction projects that are completed within allocated funds, project schedule, and specific project parameters based on project agreements or comparable documents and measures the degree of achievement on stated project goals.

FY 97 appropriations for the new Tour Boat Facility funded phase one construction- the pier and containment plan. Two additional phases follow for the terminal building and landscaping. This work will provide for an NPS controlled facility to insure all visitors have access and receive appropriate visitor services, both before and after visiting Fort Sumter.

Accomplishments:

Phase 1 is complete. Phase II construction is 62% complete. Phase I contract award was \$3,197,156. Five modifications were issued. Total project cost is estimated to be \$3,710,464 including \$108,000 dollar donation by Charleston. These changes resulted in 18% overage. Phase II contract award was \$2,191,760 with one change order of \$123,164.00 issued. This resulted in 6% overage. Phase IIIA was awarded at \$700,000 below estimate. This phase is not complete.

NPS Mission Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

The NPS will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include nongovernment organizations such as Friends Groups, foundations, cooperating associations, and concessioners, as well as federal, state, and local government organizations.

IVb1. Volunteer Hours: Increase by 44% over the 1997 level, the number of volunteer hours.

The NPS Volunteer-in-Parks [VIP] program annually contributes millions of hours of support to parks. Since 1990, volunteers have increased by 30,000 individuals — from young children to senior citizens $\frac{3}{4}$ from 85,000 to 115,000 VIPs, each year providing varied talents and skills to the NPS.

Volunteers provide two major types of services at the forts. First, more than 200 volunteers help at various time during the year with living history programming. Second, volunteers provide information daily to visitors and help with special projects. Together these volunteers contributed over 4,417 hours valued at \$55,000 in 1999.

Volunteer hours for visitor services were under the baseline this year because the Visitor Center was closed. Many volunteers stated they did not care for the trailer and found it difficult working there. Additionally the loss of our curator for over a year and moving the park library to CHPI lost another three volunteers, although all have promised to return when the Visitor Center reopens. A total of 49 local volunteers are currently enrolled in the program. Only 29 were active this year.

IVb2. Donations and Grants: IVb2A – Cash donations are increased by 3.5% (from 14,476,000 in 1998 to \$15,000,000); IVb2B – Value of donations, grants, and services from Friends Groups and other organizations is increased to \$50,000,000; and IVb2C – Value of donation, grants, and services from Cooperating Associations is increased by 35% (from \$19,000,000 in 1997 to \$25,600,000).

Since their inception, national parks have benefited from the generosity of private individuals, foundations, and corporations. Some of this support flows directly to individual parks, but increasingly NPS partners, cooperating associations, Friends Groups, and, at the national level, the National Park Foundation, actively and effectively solicit and otherwise provide private support for the national parks. Achieving this goal will enhance the ability of the NPS to increase park and program services and projects.

The primary donations received by the park are funds dropped into donation boxes located in the museum at Fort Sumter and the visitor center at Fort Moultrie. Eastern

National provides additional funding through the donation program based on sales of interpretive related items.

Eastern donations for 1999: \$10,697.88

Donation Box receipts 1999: \$11,388.00

Grants applied for National Park Foundation (2) 1 - \$4,500, 2 - \$25,000

Grants received \$25,000 for P.A.R.K.S. Grant

Eastern Funds provided interpretive programming for visitors and training for interpretive staff, the purchase of books for our research library and historic prints for our museum, membership in professional and historical associations and the benefit of their publications. A traveling exhibit on the *CSS Hunley* was paid for with Eastern funds. Donations were used for special visitor programs including our annual event for disadvantaged children, re-enactors at Sumter in April and at Moultrie in June. Funds were used to reprint the popular Teacher's Guides, Junior Ranger Program booklets, and three site bulletins. Eastern funds also provided an interpreter for a deaf visitor.

*IVb3. **Fee Receipts:** Increase by 30%, over the 1997 level, the amount of receipts from park entrance, recreation, and other fees. **

Park fees provide additional financial resources to help parks meet their missions. Increased fee receipts result from the national fee program's expansion. Factors affecting that expansion include enactment of permanent fee legislation, expansion of the Fee Demo Program, implementation of the new National Park Passport, commercial tour fee structure revision, and fee collection operation's professionalization. Public reaction to fees, and Congressional support for expanding the program, are key to meeting this goal.

The current fee program is a temporary test effort. Recreation fees will be reevaluated at the end of the Fee Demonstration program in FY 00.

No site use fees are collected for the special use of NPS property. These fee could be significant when compared to similar sites that charge use fees such as Middleton Place. Currently only NPS employee time dedicated to the special use is collectable.

Accomplishments: Fees increased by 64%

*IVbX. **Park Partnerships:** The number of projects satisfactorily completed by partners under formal agreements that protect park resources or serve park visitors is increased by one.*

Partners of many kinds help parks fulfill their missions. This goal measures a park's partners activity (including other federal agency cooperation and collaboration) in assisting the park to protect resources and serve park visitors within its boundaries. (This

goal contrasts with Goal IIIaX that measures a park's efforts to assist partners to protect resources outside park boundaries).

Fort Sumter has not had many formal partnerships in recent years. However, the park hopes to enter into an agreement with the Fort Sumter-Fort Moultrie Trust in FY 2000. The purpose of this organization is to help the park reach goals identified in the General Management Plan.

Unilever has become a significant partner. In 2002, Unilever will fund two interns for Fort Sumter.

RESOURCE ASSESSMENT SUMMARY

Fort Sumter

ONPS (Base) Budget: FY 2000: \$1,155,000

Budget assessments for regional and national programs affect the park staff's ability to accomplish goals. For example, an assessment of □ of 1% equals \$5,775. With this money a seasonal Ranger or Laborer could be employed for 10 weeks. Similarly, an unfunded mandate such as a 2.8% cost of living pay increase equals 1.5 seasonal work years. Inflation of 2% equals 1.0 seasonal work years.

STAFFING: FY 98 00: 24 Full Time Equalivant Employees (FTE)

In FY 2000 the park staff will attempt to maintain 19 permanent FTE. This will reflect 90% budget obligation to personnel costs. Additional FTE may be used for day labor projects where cyclic maintenance funding is available. If selected FTE were converted to permanent as is needed, the budget obligation would be over 100% personnel costs.

OPERATING INCREASE REQUEST: Fort Sumter has requested five operating increases to cover deficits in the current operating program; three requests (\$530,000, 7.5 FTE) will improve and professionalize the maintenance division as a resource management unit. The majority of work performed by the traditional maintenance staff is performed on cultural resources such as the forts. The maintenance staff competencies need to be expanded to encompass skills of historic crafts persons. The final two requests will provide basic visitor and law enforcement services for the new tour boat terminal (\$315,000, 6.0 FTE) and the Forts (\$305,000, 3.5 FTE).

VISITOR USE FACILITIES: Battery Huger (sq. ft. 3,870) is used to house the Fort Sumter Museum. This museum was completely renovated by the park staff in FY93 and 94. Also, Battery Huger houses the Eastern and Concessioner sales area. The Battery was constructed by the military in 1899 as part of the Endicott defense system initiated during the Spanish American conflict. The structure is a poured concrete monolith. It's exterior protective coating is difficult to maintain. The building leaks and is often unsightly as the exterior surfaces deteriorate in the salt laden coastal environment.

HEADQUARTERS: The Fort Moultrie Torpedo Shed (sq. ft. 1,000) serves as park headquarters. This brick facility was constructed in 1903. The building is subject to flooding as occurred during Hurricane Hugo.

MAINTENANCE FACILITIES: In addition to the visitor use outlined above, Battery Huger (sq. ft. 1,000) serves as a maintenance base for Fort Sumter. On the first floor, a shop, water tank, generator, and storage facilities are located. This area is damp with low ceilings and flooded during Hurricane Hugo.

UTILITIES: Water for drinking and fire suppression is provided by Charleston Public Works from a cross-harbor supply line. Electrical power is supplied by South Carolina Electric & Gas, while telephone service is provided by Southern Bell. The telephone service is relayed to Fort Sumter by an NPS owned microwave system. Each utility must pass through the harbor from Fort Johnson. Trash is collected by NPS at Fort Sumter and transported by park boat to FOMO. Fennel Container Company is under contract to dispose of the NPS trash. Sewage at Fort Sumter is treated in a raised leach field located near the fort gorge wall.

QUARTERS: The quarters at Fort Sumter was converted to a sales area after Hurricane Hugo. Quarters are maintained at Fort Moultrie in the USCG facility.

MAJOR HISTORIC STRUCTURES: Fort Sumter was constructed between 1829 and 1861. It was not finished when war erupted in April 1861. Battery Huger was constructed in 1899. During 1990 and 1991, Law Environmental investigated Fort Sumter and Battery Huger. These structures were found to be stable.

ARCHEOLOGICAL SITES: 4

BOAT OPERATIONS: The park maintains three boats including an 18' Boston Whaler, a 19' Boston Whaler and a 36' SeaArk work boat. Three employees are authorized to operate the SeaArk and four employees are authorized to operate the Boston Whalers. Boat operators are not sufficient in number to provide adequate coverage to allow for sick time, annual leave, and training. Additional boat operators are needed.

CONCESSIONS: The park has contracted with Fort Sumter Tours, Inc to ferry passengers to and from Fort Sumter. The concessioner has two embarkations points located at the Charleston City Marina and at Patriots Point Maritime Museum. The concessioner employs forty people and generates over \$2 million in gross sales from NPS operations. Additionally, the concessioner operates a dinner cruise boat and harbor cruise not related to the NPS operations. However, the same boats are used for all three functions. The current contract expires in December 2000. The concession franchise fee is 12%. However, since 1991, the concessioner has disputed in the courts this 12% and continues to pay 4 ¼%. Since the passage of the Concession Reform Act of 1998, 80% of all franchise fees collected are returned to the Park. This dispute costs the Park approximately \$146,517.00 FY99.

PARK ACREAGE: The park contains 125 acres. All except 2 acres are submerged lands surrounding Fort Sumter. The boundary is not marked but it has been surveyed. The cost to mark and maintain the US Coast Guard approved buoys is beyond the park's capability (\$30,000).

ROADS AND PARKING: none

TRAILS: none

PICNIC AREAS: none

VISITATION: For the years 95 - 99, the visitation has averaged 228,907. The trend has been a slight decline during this period by approximately 5%. The decline is reflective of visitor use in Charleston during the same period, increased ticket cost, weather and the NAACP boycott over the confederate flag issue.

DEFERRED MAINTENANCE: Deferred maintenance on cultural resources including (but not limited to): conservation of Parrott guns, monitoring structural conditions, masonry rehabilitation, replacing flag poles, waterproofing casements, improving parade ground, restoring brick walks and the esplanade, general repair and painting of cannons, metal works and Battery Huger. The cost for this work exceeds \$942,000.

LOCATION: Fort Sumter is located 3.33 miles from Charleston at the entrance to Charleston Harbor. It is located on a 2.4-acre island and is accessible only by boat. The nearest inhabited area is Sullivan's Island located one mile across the shipping channel. Basic utility services cross Charleston Harbor from Fort Johnson (7,800 feet) located on James Island. A visitor and work dock are located at the fort.

The entire site is located within the County of Charleston, which is represented in the South Carolina State Legislature as South Carolina House of Representatives District No. 112 and South Carolina House of Representatives District No. 112 and South Carolina Senatorial District No. 44. The park lies within the First U.S. Congressional District of South Carolina.

RESOURCE ASSESSMENT SUMMARY

Fort Moultrie

ONPS BUDGET: * Included with FOSU

STAFF: * Included with FOSU

VISITOR USE FACILITIES: The primary visitor contact facility is the park visitor center (sq. ft. 6,800) located directly across the street from historic Fort Moultrie. It contains a 150 seat theater, Eastern Sales Area, interpretive office space, and exhibits. This facility was renovated in FY 99 and is awaiting new exhibits.

HEADQUARTERS: *Included with FOSU

MAINTENANCE FACILITIES: The US Coast Guard Station garage (sq. ft. 3,400) serves as the principle park maintenance area. The historic boat house has been converted to a carpentry shop. Additionally, storage space is maintained in the WWII bunker known as Construction 230 (sq. ft. 28,000). However, most of this space is not climatically controlled and is difficult to enter. Additional shop space of 3-4,000 square feet is needed. The garage is undergoing renovation to remove asbestos and lead paint.

UTILITY SYSTEMS: Water for drinking and fire suppression is supplied by Charleston Public Works from a cross harbor pipe that passes through Fort Moultrie and Fort Sumter property. Electrical power is supplied by South Carolina Electric & Gas. Telephone service is provided by Southern Bell. Trash transportation to landfill is provided by Fennel Container Company. Sewage is treated by the Town of Sullivan's Island.

QUARTERS: The US Coast Guard Station House serves as the park dormitory. On the second floor, four bed rooms and two bathrooms are set up for double occupancy. The first floor contains an apartment, one sleeping room with a private bath, a joint-use living space and kitchen. The apartment was set up for a permanent law enforcement ranger. Until additional funding is available to provide NPS law enforcement services, this apartment will be leased to a permanent employee. Lead paint has been discovered in the house and needs to be remediated.

MAJOR HISTORIC STRUCTURES: Fort Moultrie contains five large historic structures including: Fort Moultrie III constructed in 1809, Battery Jasper, Battery McCorkle, and Battery Bingham constructed during the Endicott period of 1900; the Harbor Entrance Control Post and Construction 230 constructed during WWII.

ARCHEOLOGICAL SITES: 12

BOAT OPERATIONS: * Included in FOSU

CONCESSIONS: none

ENTRANCE FEE: Fort Moultrie is participating in the NPS Fee Demonstration Program. Fee collecting began on September 22, 1997. Anticipated FY 2000 revenues will be \$164,000 of which \$125,000 (less cost of collection) will be available for preservation of the fort including interpretive exhibits.

PARK ACREAGE: The park contains 44.89 acres in fee simple title. An additional 30 acres are included in a scenic easement over Battery Logan and the beach in front of FOMO. The NPS purchase of the West property in 2000 completed the park land acquisition needs.

PARKING AND ROADS: The park maintains the visitor center parking area that has a road mile equivalent 0.15.

TRAILS: The trail around FOMO is paved for a length of one mile. An additional unpaved trail with a length of 0.1 miles is maintained along the face of Battery Jasper.

PICNIC AREA: One picnic area is maintained near the visitor center containing four tables and used primarily by school children.

VISITATION: The FOMO Visitor Center was closed for 15 months while renovations were completed. Additionally, the demonstration fee project was initiated. The two actions contributed to a significant decrease and poor accounting of visitors during 1999. A drop in visitation by approximately 30% brought visitation just under 70,000. It is expected to be back to normal in 2000.

DEFERRED MAINTENANCE: Deferred maintenance on non-historic facilities such as docks, parking areas, utilities, electrical systems, restrooms rehabilitation, drainage systems, offices and visitor center is approximately \$250,000.

Deferred maintenance on cultural resources includes but is not limited to: repointing of masonry and repair of stucco, walkway replacement and repair, painting of batteries, cannons, carriages and doors, mound stabilization, roof and gutter replacements, and hurricane protection exceeds \$600,000.

Fort Moultrie is located on Sullivan's Island in Charleston County, SC. Sullivan's Island is a suburban community which sees little commercial development. The park is reachable by car and bus service. During the summer season, visitors often pass through Fort Moultrie grounds to reach the ocean beach off Sullivan's Island. The park work and visitor dock is located on Sullivan's Island Cove.

ANNUAL PERFORMANCE REPORT

During the course of FY 2000, monthly management meetings will be conducted to monitor annual goal accomplishments. This tracking will provide direct feedback to responsible employees so that adjustments can be made in work plans to insure fiscal year goal accomplishment. At fiscal year end, an analysis of outcomes will be conducted for each using work plan performance measures to compare accomplishments with the expected annual results.

An essential part of this annual review will be an operations evaluation inspection to review infrastructure and resource condition as well as interpretive programming. Additionally, visitor service cards will be reviewed to determine if park operations are meeting visitor expectations. From this internal audit, park management practices and goals will be adjusted to insure achievement of each annual incremental step to insure long term goal accomplishment by September 30, 2005.

Finally, an annual performance report will be prepared. The report will include progress made toward meeting last fiscal year=s annual performance plan and an analysis of the present fiscal year=s annual performance plan with an identification of continuing goals from the last fiscal year and an identification of disparities that caused the park to not reach one or more of its annual goals.

TRENDS INFLUENCING PARK GOAL IDENTIFICATION AND ACHIEVEMENT

New development adjacent to the proposed tour boat facility has begun and will likely intensify as the Tour Boat Facility and SC Aquarium open.

Patterns of public and private land use outside the park boundary will affect the historic resources, their setting, and the quality of the visitor's experience in the park, and viewsheds as well as the quality of the visitor experience in the park.

Recreational water use, as well as beach use, will increase around the historic resources.

Natural coastal processes will continue to result in erosion of historic resources, structures and their settings.

Commercial boat traffic in Charleston Harbor and associated maintenance dredging will increase with the harbor deepening project.

Management of the Charleston Harbor will continue to be important to insure compatible use and improved water quality.

The population within the Charleston tri-county area will continue to increase, especially the middle-aged and elderly.

Infrastructure demands and urbanization will grow as the population grows.

Efforts to balance the federal budget will continue to affect available funding, personnel and operational policy.

Management complexity will continue to rise increasing costs of operations.

Growing unfunded assessments and inflation has severely the park's budget ability to acquire personnel and tangible resources.

NOTE: Information in this strategic plan is consistent with the 1998 GMP.

CONSULTATIONS

FOSU began the process to develop a General Management Plan with a management objectives workshop in November 1994. From this early effort, the current strategy plan has been prepared. During the objectives workshop, the authorizing legislation was reviewed and the purpose and significance written. Additionally, a list of issues affecting the park was listed. Finally, management objectives were prepared. The initial objectives work and subsequent management planning has been incorporated into the park strategic plan.

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Susan Vincent, National Park Service
John Fischer, National Park Service
Richard Sussman, National Park Service
Liz Alston, South Carolina African American Heritage Council
Robert Blythe, National Park Service
Nancy Brock, South Carolina Historic Preservation Office
Chip Camspen, Fort Sumter Tours, Inc.
Janson Cox, Superintendent, Charles Towne Landing State Park
Larry Davis, US Fish and Wildlife Service
Dr. Marvin Dulaney, Director, Avery Research Center
James Hackett, Charleston Harbor Project
Carter Hudgins, Executive Director, Historic Charleston Foundation
Dr. Bennie Keel, Archeologist, SEAC
Jim Tapley, Palmetto Battalion
Dr. Steve Wise, Parris Island Museum
William J. Wood, Councilman, Town of Sullivan=s Island

STRATEGIC PLAN PREPARERS

1997

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Stacey Rickard
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Kathy Knapp

STRATEGIC PLAN REVIEWERS
2000

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ANNUAL PERFORMANCE PLAN

The following pages contain the annual performance plan and work plan for the park. Each sheet addresses only one park strategic plan long term goal. Annual goals illustrate annual increments required to meet the long term goal by September 30, 2005. From the attached park work plan, each employee=s annual work plan will be developed.